

# LIQUOR CONTROL UNIT MANAGER ROLE

## Role Summary

The Liquor Control Unit Manager Role consists of one grade level (15). Incumbent manages the liquor licensing and tobacco tax areas; assists the bureau chief in determining long-range goals and objectives; developing and implementing staff work plans; determining priorities to accomplish day-to-day operations; and is considered a subject expert. Primary contacts are with the division administrator, bureau chief, accountants, attorneys, legislators, other state agencies, state and local governments, private businesses, and internal/external customers.

## Working Conditions

Considerable mental stress and pressure due to supervisory issues, workload, deadlines, time constraints, and significance of decisions made. Must be able to supervise numerous projects at one time and determine priorities on a daily basis.

## Education and Experience

- Competencies and degrees of proficiency are typically acquired through a combination of education and experience equivalent to a bachelor's degree in business, public administration, or closely related field and three years of liquor licensing and/or tobacco tax experience, including one year of supervisory experience. Other combinations of education and experience will be evaluated on an individual basis.

## Department Core Competencies

In addition to the role specific competencies, there are four, department core competencies that all employees are expected to successfully achieve. These are:

- *Interpersonal Skills:* Builds constructive and effective relationships with internal and external customers and is committed to meeting customer needs in a timely and accurate manner. Listens actively and attentively and demonstrates an appreciation of other perspectives. Builds the appropriate rapport required to do business. Openly demonstrates an understanding of and respect for the value of co-workers' contributions to the department mission.
- *Decision-Making and Accountability:* Considers the department's vision, mission, and values in making decisions and taking actions. Identifies and considers possible alternatives before making decisions. Bases decisions on achieving desired outcomes pursuant to the departmental business plan or management direction. Uses a combination of analysis, experience, and sound judgment that results in fairness and consistency, while being accountable for actions. When serious ethical issues are at stake, takes all necessary actions.
- *Commitment to Continuous Improvement:* Ability and willingness to continually seek greater efficiency in agency programs, is results driven, and meets changing requirements in work or direction. Adapts to changing conditions and work responsibilities. Accepts constructive criticism and suggestions and uses them to improve performance.

- *Personal and Work Ethics:* Creates own measures of excellence, and practices what he/she promotes. Sets goals that provide challenges and measures goal attainment regularly. Displays a contagious optimism about the work to be done. Goes beyond traditional ways to address issues despite obstacles or resistance. Is able to generate ideas, fresh perspectives, and original approaches and engages in open-minded thinking. Employs strategies to promote ideas and proposals to increase probability of acceptance. Mentors others to improve the performance necessary to achieve success. Reflects a belief that the results achieved are a direct result of his/her personal decisions and actions.

## **Grade Levels**

Each grade level lists the essential duties that describe work performed 50 percent or more of the time (predominant work). Established work plans identify day-to-day tasks.

### **Grade 15**

#### **Predominant/Essential Duties**

- Serve as primary department contact between licensees' attorneys, legislators, company CEOs, and other agency contacts.
- Serve as the departmental liaison to the Montana Department of Justice on liquor license issues. Review the quality of the Department of Justice's investigative reports for lapses of required information and request changes or improvements.
- Participate in work plan goals and objectives with bureau chief.
- Directly responsible for the supervision of liquor licensing and tobacco tax staff.
- Complete performance appraisals on subordinate staff.
- Supervise, coordinate, monitor, and review assigned duties of subordinate staff to ensure work plan goals are met and tasks are completed accurately.
- Responsible for resource allocation decisions.
- Assist the bureau chief in measuring and ensuring performance measures and goals of the unit are met.
- Make and enforce decisions dealing with hiring, discipline, individual performance, leave or flextime, and recommend termination.
- Prepare weekly progress reports to the bureau chief.
- Identify unit issues and concerns and resolve or recommend solutions to the bureau chief.
- Ensure implementation of division changes affecting the unit.
- Assure that training is identified and properly assigned as needed and conduct on-the-job training for staff.

## **Competencies and Degrees of Proficiency**

The Competency/Proficiency Chart identifies the role specific competencies, degrees of proficiency, and guidance required for each grade level. Role specific competencies describe the knowledge, skills, and abilities required to perform the essential duties. The degrees of proficiency indicate the difficulty and/or complexity level of the tasks and assignments.

## Competency/Proficiency Chart – Liquor Control Unit Manager Role

| Competencies   | Grade 15<br>Minimal<br>Guidance |
|--|---------------------------------|
| Demonstrated ability to provide timely and effective written, oral, and interpersonal communication.   | C                               |
| Demonstrated knowledge of concepts and practices of personnel management and supervision.  | C                               |
| Demonstrated skill and ability to build long-term internal and external relationships with customers critical to the organization.   | C                               |
| Demonstrated ability to understand the value, objectives, and political structure of the organization.   | C                               |
| Demonstrated ability to think creatively and recommend innovative solutions.   | C                               |
| Proactively focus efforts and energy on successfully attaining goals and objectives, assuming accountability for decisions, actions, and results. Follow issues through to completion. | C                               |
| Demonstrated knowledge and ability in conflict resolution techniques relative to the role.   | C                               |
| Demonstrated skill and ability to make decisions based on less than complete information.  | C                               |
| Demonstrated skill and ability to identify and allocate resources.   | C                               |
| Demonstrated knowledge and effective application of federal/state statutes, administrative rules, and state policies and procedures relative to the role.                              | D                               |
| Demonstrated ability to analyze operations and apply theoretical knowledge of management principles.   | B                               |
| Demonstrated technical expertise related to the work.  | C                               |

### **Degree of Proficiency**

**A:** A degree of knowledge, skill, or ability commensurate with the performance of elementary-level tasks and assignments.

**B:** A degree of knowledge, skill, or ability commensurate with the performance of intermediate-level tasks and assignments.

**C:** A degree of knowledge, skill, or ability commensurate with the performance of advanced-level tasks and assignments

**D:** An advanced degree of knowledge, skill, or ability commensurate with considerable experience and the application of the competency to non-standard tasks and assignments.

**E:** The most advanced degree of knowledge, skill, or ability, evidencing complete mastery and understanding of the subject.